



# **Elected Officials And Executive Level Leadership Training Curriculum**

## **Guide to Emergency Management Policy Issues**

**Developed by:**



**1725 Eye Street, NW  
Suite 1000  
Washington, DC 20006**

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## Initial Response of the Elected Official

### What should the elected official be considering prior to the event?

- Potential magnitude / severity of possible events in terms of loss of life, damage to property, economy, etc.
- Probability of occurrence (based upon history and future expectations)
- How can the event be managed in terms of personnel and equipment?
- What external assistance may be required? How will this be obtained?

### What should the elected official consider immediately following the event?

- Emergency Declarations and Legal Authorities
  - Who declares an emergency?
  - What authority does a declaration confer on policy makers?
  - Are there potential liability concerns connected with a declaration?
  - Are there any other legal questions regarding emergency declarations?
- Group Decision-Making Structure, Authority, and Process
  - Organizational roles
  - Individual responsibilities
  - Inter-organizational relationships
  - Inter and intra-group communications
  - Incident Command System (ICS) / Emergency Operations Center (EOC) issues
    - Identifying “In-Change” Official
    - How does the ICS integrate with the EOC?
    - How do State and Federal agencies integrate into the community ICS/EOC structure?
- Incident Management
  - Incident Action Plan (IAP) and long-term incident management plan
  - Damage assessments and situation reports

## Identifying, Requesting, and Managing Resources

### Identifying Resources

- Categories of Resources
  - Personnel
  - Supplies
  - Equipment
- Sources of Resources
  - Mutual Aid Agreements and Compacts
  - Federal Disaster Support
  - Contracts
- Availability of resources

### Requesting Resources

- Mutual Aid Agreements and Compacts
  - Status of agreements
  - Activation procedures
- Federal Disaster Support
  - Request process
    - Local roles and responsibilities
    - FEMA interface
  - Reimbursement provisions

**Managing Resources**

- Command and administration
- Documentation and tracking

**Other Issues**

- Volunteers
  - Potential needs / uses
  - Skills and credentialing
  - Management and tracking
- VOAD Involvement
  - Food
  - Shelters
  - Communications
  - Disaster relief funds
  - Direct assistance to citizens / businesses
  - Critical Incident Stress Management (CISM)
- Obtaining unique / specialized skills and services

**Community Considerations****Private Property**

- Can private property be commandeered during an emergency?
- Who pays for private sector resources used during an emergency?
- Can private property be destroyed during an emergency? If yes, who can order the use or destruction of private property? When?

**Protective Actions**

- What protective actions should be considered?
- Depending on the nature and severity of the event, consider the following options:
  - Closing schools
  - Increasing security
  - Shutting down the county/city
  - Enhancing sheltering (i.e.: seal doors and windows)
- Who makes the decision and under what circumstances?
- What factors determine the protective action(s) to be implemented?
- What special resources are needed?
- How are the protective actions implemented?

**Other Considerations**

- Sheltering
  - Identification of facilities
  - Resources and amenities (i.e.; backup power, showers, etc.)
  - Accessibility to the physically disabled
- Evacuations
  - Traffic
  - Security
  - Business issues
- Community Restrictions
  - Cancellations of major (and minor) public events

- Closing of public transportation and airport
  - Travel concerns and restrictions
- Special needs populations
  - Children and elderly (access, transportation)
  - Immigrants and visitors (language, insurance)

## Continuity of Operations (COOP) / Continuity of Government (COG)

### Identification of Critical Functions

- Internal services
- Community services

### Identification of Critical Personnel

- Internal services
- Community services

### Staff Management

- Absenteeism
- Fatigue effects
- Relief and rotation schedules
- Critical Incident Stress Management
- Shortages / capacity of specialized personnel

### Emergency Worker Support

- Mass feeding
- Temporary shelter
- Support to families

## Caring for Disaster Victims

### Mass Patient Care & Fatality Management

- What special resources are needed?
  - Treatment capacity and capability
  - Morgue capacity and capability
- Mass forward movement of patients
  - Coordination
  - Transportation
- Psychological impact of events
- Mass counseling needs
- Families / friends trying to locate loved ones
- Forensic issues
  - Identification and tracking
  - Criminal evidence
  - Chain of custody
  - Documentation
- Inability to return remains to family members  
(As affected by moral, cultural, and religious factors)
- Physician refusal to treat patients
- Patient refusal of treatment

**Prophylaxis / Treatment Protocols**

- Prophylaxis / Treatment of critical personnel
- Prophylaxis / Treatment of citizens
- Outreach to special populations
- Fraud and illegitimate methods of treatment

**Other Issues**

- Dealing with the worried well
- VIPs demanding immediate treatment
- Families of first responders and other critical personnel

**Intelligence and Law Enforcement****Intelligence**

- Intelligence collection and analysis
- Intelligence sharing and dissemination
- Threat assessment and identification
  - Acting on vague information
  - Validating threats (call-ins, copy cats)
- Specific threat warnings
  - Homeland Security Alert System (HSAS) responses
  - “Target hardening” to reduce vulnerability
  - Interruption of scheduled activities

**Law Enforcement**

- Presence at incident scenes / key facilities / areas
- Access / egress (Control of roadways, trains, airport, etc.)
- Maintaining incident scene security
- Criminal investigation
- Evidence preservation
- Danger of secondary attacks
- Interface with FBI, other Feds
- Dealing with additional threats

**Media and Public Information****Joint Information System**

- Should there be a specified procedure for media contacts during any major emergency/disaster including homeland security events?
- Who handles the press/media for normal business?
- Who handles the press/media in emergency/disaster type situations?
- Who should be involved at the state and local level in the gathering of information?
  - The verification of information?
  - The coordination of information?
  - The dissemination of public information?
- How will information be conveyed to the public and who will make decisions on authorization of information?
  - What role does security of information play?
  - What information should be disseminated to responders, and how to do so?
  - What recommendations should be given to local officials?
  - Have special needs groups been identified? Who are they?



- Which groups will provide information to the media (response agencies / organizations, State and Federal Agencies, etc.)?
- Should a Joint Information Center be established? Benefits?
- Who is/are the spokesperson(s)?
  - How will the spokesperson be kept informed?
- What is the policy for dissemination of information to the public?
  - What information should be released to the public?
  - Is your information accurate and reliable?
  - How would you go about ensuring the accuracy and reliability of information?

### **Specific Press Issues**

- Past problems with press and media  
(i.e. short “war stories” especially involving a MCI or disaster-type event)
- What should and should not be released to the press/media/discussion
- Where should news briefings be held in emergency-type situations

## **Disaster Recovery**

### **Getting Back to Normal...**

- What does normal mean?
- What’s it going to take?

### **Perceptions of Community Viability**

- Government leaders
- Homes and businesses
- Physical infrastructure

### **Damage to Physical Infrastructure**

- Gas service
- Power outages
- Water supply issues
- Sewer system disruptions
- Transportation system issues

### **Environmental Remediation**

- Environmental testing, cleanup, and remediation
- Disposal of hazardous materials
- Economic costs / benefits

### **Financial Issues**

- Financial ramifications, impact on tourism and community image
- Rebuilding damaged facilities and infrastructure
- Supporting private sector redevelopment
- Documentation and reimbursement

### **Record Keeping**

- Who is responsible for documentation and actions concerning costs for support of reimbursement claims?
- How to ensure that all necessary records information is accounted for?
- Tracking and documenting events
- Security of Information

## Selected Authorities Affecting Emergency Management in Washington

### Revised Code of Washington

RCW 4.24.300	Immunity from liability for certain types of medical care
RCW 4.92	Civil Procedure: Actions and claims against the state
RCW 18.71	Physicians: <ul style="list-style-type: none"> <li>• Certification of emergency medical services personnel</li> <li>• Rendering emergency care — Immunity of physician or hospital from civil liability while rendering emergency care</li> </ul>
RCW 18.73	Emergency medical care and transportation services: <ul style="list-style-type: none"> <li>• Licensing of ambulance and aid vehicles</li> <li>• Ambulance personnel requirements</li> </ul>
RCW 28A.335	School districts' property (includes school closures)
RCW 28A.335.320	Enhanced 911 Service; Common and Public School Service Required
RCW 35	Cities and towns
RCW 35.21	Miscellaneous Provisions <ul style="list-style-type: none"> <li>• Creation of Emergency Medical Service districts</li> <li>• Establishment of ambulance services</li> <li>• Fire protection regulations</li> </ul>
RCW 35.32A.060	Budgets in cities over 300,000: Emergency fund
RCW 35.33	Budgets in second and third class cities, towns, and first class cities under 300,000: Emergency and contingency funds
RCW 35.34	Biennial Budgets: <ul style="list-style-type: none"> <li>• Emergency expenditures</li> <li>• Contingency funds</li> </ul>
RCW 36	Counties
RCW 36.01	General Provisions: <ul style="list-style-type: none"> <li>• Emergency Medical Services</li> <li>• Establishment of ambulance services</li> <li>• Fire protection services</li> </ul>
RCW 36.40	Budget: Emergencies
RCW 36.62	Hospitals
RCW 36.70A	Growth Management -- Planning by selected counties and cities
RCW 36.70B	Local project review
RCW 36.70C	Judicial review of land use decisions
RCW 38	Militia and military affairs
RCW 38.08	Powers and duties of Governor (martial law and use of National Guard)
RCW 38.10	Emergency management assistance compact
RCW 38.52	Emergency Management: <ul style="list-style-type: none"> <li>• State emergency response commission</li> <li>• State fire service mobilization</li> <li>• Emergency powers for all political subdivisions</li> </ul>
RCW 39	Public Contracts and Indebtedness: <ul style="list-style-type: none"> <li>• Emergency public works</li> <li>• Community redevelopment and revitalization funding</li> <li>• Local infrastructure financing</li> </ul>
RCW 42.17.260(1)	Public Disclosure



RCW 43.06	State Government – Executive: Governor (includes emergency declarations and powers)
RCW 43.31	Department of Community, Trade and Economic Development
RCW 43.43	Washington State Patrol
RCW 43.44	State Fire Protection
RCW 43.70	Department of Health
RCW 43.83B	Water Supply Facilities
RCW 43.105.032	Washington State Information Services Board (ISB)
RCW 43.200	Radioactive Waste Act
RCW 52	Fire Protection Districts
RCW 70	Public Health and Safety: <ul style="list-style-type: none"> <li>• Health departments</li> <li>• Health care facility and hospital regulations</li> <li>• Waste reduction, treatment, storage</li> <li>• Hazardous substance and materials information (incl. nuclear)</li> </ul>
RCW 76.04	Forest Protection (fire regulation, protection, prevention, suppression)
RCW 80.01	Utilities and Transportation Commission
RCW 80.36	Telecommunications
RCW 80.50	Energy Facilities – Site locations
RCW 81	Transportation: <ul style="list-style-type: none"> <li>• Railroads</li> <li>• Freight carriers</li> <li>• Gas and hazardous liquid pipelines</li> <li>• Low-level radioactive waste sites</li> </ul>
RCW 82.14B	Counties - Tax on Telephone Access Line Use; Collection of E911 taxes
RCW 85	Diking and drainage: <ul style="list-style-type: none"> <li>• Diking and drainage provisions and districts</li> <li>• Federal aid to improvement projects</li> </ul>
RCW 86	Flood control

### Washington Administrative Code

WAC 118	Military Department (Emergency Management)
WAC 118-04	Emergency Worker Program
WAC 118-09	Criteria for allocation of emergency management assistance funds
WAC 118-30	Local emergency management/services organizations, plans and programs
WAC 118-40	Hazardous chemical emergency response planning and community right-to-know reporting
WAC 118-66	Enhanced 911 Funding
WAC 173	Department of Ecology: <ul style="list-style-type: none"> <li>• Ground water management areas and programs</li> <li>• Flood plain management</li> <li>• Waste and wastewater discharge</li> <li>• Waste and hazardous waste regulations</li> </ul>
WAC 212	State Patrol (Fire Protection)
WAC 246	Department of Health: <ul style="list-style-type: none"> <li>• Trauma/Emergency medical services</li> </ul>

	<ul style="list-style-type: none"><li>• Professional standards and licensing</li><li>• Water, Sewer, and Health Systems (hospitals) information</li></ul>
WAC 446-50	Transportation of hazardous materials
WAC 480	Utilities and Transportation Commission: <ul style="list-style-type: none"><li>• Railroad companies</li><li>• Hazardous liquid pipelines</li><li>• Gas and electric companies</li><li>• Telephone companies</li></ul>